

MANEUVER SUPPORT CENTER of EXCELLENCE
(MSCoE)
Engineer Senior Leader Course
(SLC)



STUDENT GUIDE

1. **Purpose:** The Engineer SLC student guide is available to assist in preparing Sergeants First Class (SFC) and selected promotable Staff Sergeants (SSG) to perform the duties and execute the responsibilities of a senior Noncommissioned Officer (NCO); receive institutional training, examinations and evaluations on the theory and principles of technical engineer training; as well as war-fighting skills required to lead a platoon-size element in today's Contemporary Operational Environment.

2. **Scope:** Engineer SLC is designed to produce battle competent Noncommissioned Officers who will be qualified: platoon sergeants; section leaders; evaluators; counselors; responsible for conducting and/or participating in individual and collective training; and to teach and mentor leadership skills, knowledge and behaviors. This course is to be taught in a Noncommissioned Officer Academy (NCOA) live-in environment, utilizing small group instruction. Cadre personnel will assess the students' leadership potential and evaluate their ability to apply lessons learned while effectively leading their classmates in a tactical environment. Engineer SLC provides an opportunity for increased educational knowledge, war fighting skills, and to gain experience for their new operational skill level.

3. **Course Structure:** The course is primarily managed in Career Management Field (CMF) 12. The CMF 12 career management field includes Military Occupational Specialty (MOS) Combat Engineer Supervisor (12B4O) Senior Bridge Crewmember Supervisor (12C4O), Construction Engineer Supervisor (12H4O), Construction Equipment Supervisor (12N4O), Chief Prime Power Technician (12P4O) and Senior Technical Engineering NCO (12T4O).

- a. 12B/C Technical Training: The technical engineer SLC is to train CMF 12 platoon sergeants in technical engineer platoon level operations involving mobility, countermobility, and survivability on the modern battlefield. For MOS 12B/C, this technical training will consist of a series of technical instruction and will take eight (8) weeks to complete. This training will consist of Mandatory Training; General Engineering; Combat Engineering; Military Load Classification (MLC); Fixed and Float bridging; Battle Command Systems; Tactics and culminates with a field exercise.
- b. 12H Technical Training: For MOS 12H/P, this training will take six (6) weeks and two (1) day and will include Mandatory Training; Common Engineer Training; Military load Classification (MLC); and Technical Engineer training for their specific MOS.
- c. 12N Technical Training: For MOS 12N this training will take five (5) weeks and four (4) days and will include Mandatory Training; Common Engineer Training; Military Load Classification (MLC); and Technical Engineer training for their specific MOS.
- d. 12T Technical Training: For MOS 12T, this training will take six (6) weeks and three (3) days and will include Mandatory Training and Technical Engineer Training for their specific MOS.

4. Evaluations: All students will be administered height and weight screening outlined in AR 600-9 as a mandatory course requirement. In addition, students will receive a series of performance counselings, evaluations and examinations in which all students must meet course standards.

- a. **Examinations:** Students will be required to pass technical engineer examinations with a 70% or better to pass the course. The Examinations will cover General Engineering; Combat Engineering; Military Load Classifications (MLC); Fixed Bridging; Float Bridging and Tactics exam for MOS 12B40 and 12C40. The examinations for MOS 12H40 cover Combat Engineer Exam; Military Load Classification; Manage a construction Project; and Design Utilities Job Plan. The examinations for MOS 12N40 cover Combat Engineer Exam; Military Load Classification; Determine Surface Treatment; Production Estimates; and Manage Horizontal Construction Project. The examinations for MOS 12T40 cover Determine Soil Stabilization, Prepare Design Specifications for Construction Project, Design Road and Airfield Pavement Structures, Conduct Technical Inspection of Project Quality Assurance, Determine Logistical Requirements for Bunkers and Shelters, Supervise Infrastructure Recon, Review Technical Advancements and Capabilities, TCMS, MS Project, Artillery/Air Defense Survey, Hydrographic Survey and Geodetic Survey Operations. In addition, students will receive an evaluation as a platoon sergeant during garrison operations and/or during a field exercise.
- b. **Test Failures:** A student who fails to receive a 70% or better on any examination will be required to pass the retest on the next academic day in order to continue the course. Exam failures will receive a minimum of hour (1) hour of retraining which the student's Small Group Leader (SGL) and a peer coach will administer. Soldiers who pass the retest will only be awarded a score of 70% and will automatically be removed from class honors consideration (except in the case of IMI self-paced instruction).
- c. **Academic Average Requirement:** All students will be highly encouraged to maintain an academic average of 80% or better to reduce the chances of receiving a marginal rating on the end-of-course evaluation.
- d. **Academic Probation Program:** A student who falls below 80% will automatically be placed on academic probation status to include the following:
 - (1) Receive written counseling of academic deficiencies
 - (2) Receive no favorable actions to include pass privileges
 - (3) Be assigned a peer coach and/or a study buddy
 - (4) Utilize all available time to study including Commandant's Time
 - (5) Attend evening study halls after class with peer coach
- e. **Academic Incentive Program:**

(1) Honor Graduate: The Honor Graduate is the student from each

course that attains the highest academic average, receives no negative counseling and displays outstanding leadership qualities. In addition, the student will receive a Certificate of Achievement and Coin of Excellence from the Engineer Regimental CSM and a Certificate of Achievement and Coin of Excellence from the MSCoE NCO Academy Commandant.

- (2) Sapper Spirit Awardee: The Sapper Spirit Award is sponsored by the Army Engineer Association (AEA) and is given to a student from each course who demonstrates the ability to significantly motivate others, achieves a 95% GPA or higher displays consistent and infectious enthusiasm toward unit mission accomplishment under demanding conditions and is creative and ingenious when developing solutions to problems and performed all assigned tasks to the designated standard. The student is selected from their classmates and cadre personnel for their outstanding overall performance while attending EN SLC. In addition, the student will receive special recognition during the graduation to include: an annual membership to the Army Engineer Association, a subscription to the Army Engineer Association Magazine, an Engineer Regimental Coin, a Certificate of Achievement and Coin of Excellence from the Engineer Regimental CSM and a Certificate of Achievement and Coin of Excellence from the MSCoE NCO Academy Commandant.

f. Academic Evaluation Report (DA Form 1059): Students will receive an Academic Evaluation Report at the end of the course. The Student Evaluation Plan (SEP) will be explained in more detail on course graduation requirements.

- (1) Written Communication: To receive a "Superior" rating a student must submit all assignments in on time and meet the specifications outlined in the student handout. The essay must be grammatically free from errors.
- (2) Oral Communication: To receive a "Superior" rating, the student must receive a "Superior" rating on the Lessons Learned briefing and receive a "Superior" rating on the oral Operation Order as part of an evaluation and effectively communicate within the small group environment.
- (3) Leadership Skills: To receive a "Superior," the student must receive a "Superior" rating while serving in a student leadership position and have received no negative counseling statements. In addition the student who has been selected as the "Sapper Spirit Leadership Awardee" will be recognized with a "Superior" rating in Leadership Skills.
- (4) Contribution to Group Work: To receive a "Superior" rating the student must consistently contribute above and beyond that of fellow classmates by actively participating and contributing to the course through their class committee. They must also enhance training by sharing their experiences

throughout classroom discussions. They must not have received any negative counseling statements regarding group/class participation, failure to complete homework/reading assignments, or failure to prepare for class.

- (5) Research Ability: To receive a "Superior" rating, the student must obtain a final Grade Point Average (GPA) of 95 percent or higher and pass all examinations on the first attempt.
- (6) Exceed Course Standards: This achievement is limited to the top 20% of the entire class. Students must maintain a 95% (minimum) academic average, pass all exams and evaluation on the first attempt, receive zero derogatory counseling's and be selected by cadre personnel utilizing the total Soldier concept.
- (7) Achieve Course Standards: Students who maintain a 75-94.99% academic average, receives satisfactory evaluations and less than two derogatory counseling's.
- (8) Marginally Achieved Course Standards: Students may receive this rating that achieve a 70-74.99% academic average, fail 50% or more exams on the first attempt, fail to meet body fat standards, fail to meet APFT standards and/or receive three derogatory counseling's.

5. Student Leadership Positions: Every student will get the opportunity to perform and be evaluated on duties as a platoon sergeant.

- a. Platoon Sergeant (PSG): Each student will have the opportunity to perform these duties at least once during the course.
- b. Squad Leader: There will be squad leaders assigned in each platoon and rotated weekly by the student platoon sergeant.
- c. Group Leader (Classroom Leader): The SGL will select a responsible student for ensuring that the classroom and all students are fully prepared for instruction. The SGL may elect to alternate this position as needed.
- d. Students: All students will display and perform as professionals to include but not limited to the following:
 - (1) Enforce standards
 - (2) Set the example
 - (3) Accomplish the mission
 - (4) Take care of fellow students
 - (5) Be dedicated and selfless
 - (6) Accept responsibilities for self and subordinate students
 - (7) Obey lawful orders
 - (8) Be honest and courageous
 - (9) Maintain physical and mental toughness

- (10) Display competence and self-confidence
- (11) Act fairly and equitably with fellow students
- (12) Be a team player
- (13) Be loyal to cadre personnel and fellow students
- (14) Display initiative and self-motivation

6. Committees and Additional Responsibilities: Students will be given the opportunity to volunteer for Committees and/or Additional Responsibilities during the course. These committees and additional activities are designed to develop and improve senior level communication and organizational skills. It is strongly encouraged that each course participates in a Community Project while at the Academy. The committees and responsibilities will be covered in more detail after all students have reported in for training. These representatives include the following for each group:

- a. Academic Committee (**Annex A**)
- b. Physical Training (PT) Committee (**Annex B**)
- c. Social Committee (**Annex D**)
- d. NCO Creed, Soldiers Creed, Engineer Song and The Army Song (**Annex E**)
- e. Transformation Essay (**Annex F**)

7. Administrative Information: This is to inform students attending Engineer SLC what is expected of them while enrolled in the course.

- a. Uniform and Appearance: All students are expected to arrive to the course with all required initial issue items to include the seasonal wear items. Students will maintain a high state of appearance and will be inspected daily. Any major deficiencies identified by cadre personnel will be corrected through an effective Lack of Motivation (LOM) counseling program.
- b. Formations and Time Lines: Students will be required to attend formations and meet specific time lines throughout the course. This means arriving on time, in the correct uniform and with the proper equipment.
- c. Classroom Conduct: Students will be expected to conduct themselves in a professional manner at all times. Each small group and/or platoon will establish and adhere to his or her classroom rules and/or norms.
- d. Billeting: Students that are not assigned to Fort Leonard Wood (FLW) will be required to sign for and reside in one of five locations on FLW due to the Privatization of Army Lodging (PAL). ***Students TDY enroute to FLW will be required to report and in-process their unit prior to attending EN SLC.***
- e. Parking and Transportation: Depending on the force protection requirements students may be required to have a military installation registration decal or a temporary FLW pass to park in the academy or billeting area. Cadre personnel will coordinate course transportation requirements. However, some student movement and/or transportation coordination may be tasked to the student Platoon Sergeant.

Due to the high volume of parked vehicles, students are not authorized to park in the MSCoE NCOA parking lot.

- f. Telephone and Mail Availability: Academy telephones will be available for official use only. Telephone centers for personal calls are located in the MSCoE on the first floor of Lincoln Hall and the first floor of Thurman Hall. Students residing in the billets will receive mail through the NCOA S-1.
- g. Computer and Internet Access: Students are authorized and encouraged to bring a unit issued or personal laptop computer to the course. Computer generated assignments will be required and submitted during the course. A computer lab will be made available for all students attending the course. All students will be required to sign for passwords from the Directorate of Information Management (DOIM) for Computer and Internet access. Students are required to Login to the Ft Leonard Wood server within 72 hours of receiving their user ID and password.
- h. Finance: Students must attend the course with a government credit card and be prepared to defray all costs associated with attending the course to include billeting and separate rations. Students will not receive any advance pay from the Fort Leonard Wood Finance Office. Students are highly encouraged to know their unit interim procedures to process travel vouchers. This includes knowing their unit Personnel Service Center (PSC) Facsimile (FAX) numbers for initiation procedures. Students are highly encouraged to register on-line with myPay formerly the Employee-Member Self Service (E/MSS) prior to attending the course. Students will be given the opportunity to purchase a class photo and/or Engineer SLC coin during the course.
- i. Sick call and Appointments: Students will inform cadre personnel upon arrival of any and all appointments that may prevent them from attending the course. Appointments may be allowed on a case-by-case basis and cleared by the Course Chief. Students not assigned to FLW needing to seek medical attention will report to the Victory Clinic. FLW students will utilize their assigned tri-care provider. Cadre personnel will clear all appointments prior to the students' departure. Students requiring medical assistance after duty hours, weekends and holidays will be required to inform student and cadre Chain of Command and report to the GLWACH emergency room for assistance.
- j. Emergency Leave and Pass Policy: Students who receive a Red Cross message and elects to take emergency leave will be released from the course. Students who have successfully completed all academic requirements prior to a holiday weekend may qualify for a three or four day pass. All students who qualify must submit a DA Form 31, Risk Assessment, an Internet strip map of their route, POV inspection checklist, and counseling from their SGL NLT four days prior to pass date. Approved passes will allow students to travel by POV within a 250 miles radius for a three-day pass and 350 miles radius for a four-day pass. Students may qualify to travel by air anywhere within CONUS with a prepaid round trip ticket or itinerary. Students will not be authorized to depart FLW prior to 0600 on the first day of the pass and must return by 1800 on the final day of the pass. The Course

Chief is the approving authority for all passes.

- k. FLW Training Area Policy: Students will be required to sign in and out at FLW Range Control when operating within the boundaries of the installation for personal activities such as Four Wheeling, Hiking, Biking, Canoeing and/or Fishing. Students will not conduct personal activities on any training area during the hours of darkness.
- l. Privately Own Weapons: Students will not bring any type of personally owned weapon(s) to the course. This includes any type of Firearm, Bow and/or Blade that exceeds four (4) inches in length. The MSCoE NCO Academy does not have the facilities to maintain these items for students. Students who are not assigned to Ft Leonard Wood are not authorized to borrow weapons of any kind from fellow students or residents of Ft Leonard Wood.
- m. Alert Procedures: Students will be required to formulate and maintain group alert rosters. The student Chain of Command will be required to maintain a strict accountability of all students. Students may be called upon to assemble and conduct force protection activity and/or requirements. A minimum of two (2) alerts will be expected during the course. One alert by the NCO Academy and the other by EN SLC.

8. Course Release Criteria: Students will be required to arrive to Engineer SLC fully prepared to take on the challenges expected of a Senior Noncommissioned Officer. Students can be released from the course for the following reasons.

- a. Students Records: Students can be released from the course for arriving without their Total Army School System (TASS) check sheet completely filled out and signed by the unit commander. Students who have permanent profiles must have them signed by a physician or an O6 or above to begin the course.
- b. APFT and Height/Weight Standards: Courses less than 8 weeks may require completion of the APFT at the discretion of the commandant. Soldiers who fail to meet the APFT standards will be considered an academic course graduate, but item 11C of their DA 1059 will be marked "Marginally Achieved Course Standards" and item 14 will be marked "Failed to Meet APFT Standards". Students will be administered height and weight screening as a mandatory course requirement. One re-screening will be allowed and will be administered no earlier than seven days after the initial screening. Soldiers who fail to meet the body fat standards IAW AR 600-9 will be considered an academic course graduate, but item 11C of their DA 1059 will be marked "Marginally Achieved Course Standards" and item 14 will be marked "Failed to Meet Body Fat Composition Standards". All body fat screenings will be administered by an SGL, senior SGL, and the Course Chief.
- c. Examinations and Evaluations: Students who fail any examination or evaluation twice will be considered for release from the course. Students who present a valid issue to the Course Chief and the Academy Commandant may request a third attempt with Commandant's approval.

- d. Misconduct: Students who fail to uphold to the standards outlined in the Manual for Court-Martial United States and the Uniform Code of Military Justice (UCMJ) will be released from the course. In addition, students can also be released from the course for violations covered in AR 600-20 Command Policies. Other corrective measures for minor violations will be corrected through the Lack of Motivation (LOM) counseling program. However, students who exceed two (2) LOM counseling's will be considered for release from the course.

9. **Summary**: Engineer SLC is privileged to have Sergeants First Class and newly selected Staff Sergeants here at the Fort Leonard Wood Maneuver Support Center of Excellence. This course will hopefully give you an opportunity to sharpen your skills, gather increase knowledge and share experiences that will allow you to assist the Regiment in transformation and carry on the ever-demanding responsibility of leading soldiers in any combat or contemporary environment. I congratulate all students for attending Engineer SLC and wish all the very best of luck in the course.

“Quality Training for Quality Leaders”

“ESSAYONS!”

<< Original signed >>
JESSE D. MEJIA
1SG, USA
Course Chief

Incl.
Annex A
Annex B
Annex D
Annex E
Annex F

ANNEX A (ACADEMIC COMMITTEE (SLC) to ENGINEER SENIOR LEADER COURSE STUDENT GUIDE

PURPOSE: To provide academic assistance to students and the course. Each small group will designate four (4) students to perform on the academic committee. This committee will provide students with a channel for academic assistance and/or submit recommended changes to the course curriculum. Each course will conduct an end-of-course After Action Review (AAR) with the NCO Academy Commandant and/or appropriate agencies.

SCOPE: academic members are selected on a voluntary basis from each small group. Committee members are responsible for student run study halls, assisting students in remedial training, collecting recommendations for course improvements and preparing and conducting the final course AAR. Academic Committee members will not serve on any other committee.

1. Standards: Academic Committee members must maintain a high academic average, and possess a willingness to assist fellow students after duty hours. They must have the communications skills necessary to conduct the final class AAR.
 - A. Replacements: Students can be removed from the Academic Committee for:
 1. GPA falls below 90%.
 2. Any exam failure.
 3. Any derogatory counseling.
 4. Failure to assist any student who requests help or has been identified by an SGL as needed help. Failure to perform duties as an Academic Committee member can result in a derogatory counseling and elimination from consideration for top 20% of the class.
 - B. Study Halls: Academic Committee members are responsible for conducting student study halls.
 1. Individual: Academic Committee members can set up student study halls after duty hours and on weekends for those wishing to attend.
 2. Members are encouraged to conduct study halls prior to exams.
 3. Student run study halls can be conducted at a place of the member's choosing.
 4. Members who wish to use classrooms during after duty hours should coordinate with the responsible SGL.

5. SGLs will be available to assist with study halls. Members who need SGL support for student ran study halls should coordinate with the responsible SGL in advance.
- C. Test Failures: An SGL will conduct a minimum one-hour study hall for students who fail exams. This study hall will be conducted after duty hours and at least one member from the Academic Committee will be present to assist the student. The exact time and location will be determined by the SGL. The SGL will not re-teach any portion of the curriculum.
- D. AARs: The final AAR will be prepared, submitted and conducted by the Academic Committee. It will generally be held two days prior to graduation.
1. Preparation: The Academic Committee will gather information from the class concerning the course content, Installation, Academy support and other issues that affected training and quality of life. Members will receive an informational brief and AAR format packet at the beginning of the course. The SGL will discuss all issues with the committee prior to submission.
 2. Submission: Members will submit the AAR packet to the responsible SGL immediately following the STX. The packet will then be forwarded to the Course Chief. Each issue to be discussed will address strengths, weaknesses, recommendations and COE relevancy.
 3. Conduct: The AAR will normally be held in a large group classroom. Members will follow the AAR packet outline and assign a representative from the committee to discuss each subject. Members should present their issues in a clear, concise and well-researched manner.
- E. Goals: The Academic Committee should be focused on two important goals:
1. 100% graduation of the class
 2. The conduct of an effective final AAR.

ANNEX B (ENGINEER SLC PHYSICAL FITNESS PROGRAM) to ENGINEER SENIOR LEADER COURSE STUDENT GUIDE

REFERENCES:

AR 350-41
AR 600-9
TC 3-22.20

PURPOSE: To describe and define the Engineer SLC Physical Fitness Program.

GENERAL: The Physical Training (PT) Program begins with a PT Assessment given by the PT Committee within the first 72 hours of training. Utilizing the results of the Assessment the committee will formulate a safe and challenging physical fitness program to include designating appropriate Ability Groups. The Committee will agree on and enforce the designated physical fitness plan for their particular course. This program will be based on the maintenance phase outlined in TC 3-22.20.

SCOPE: The SGLs will provide the PT Program during the 1st week of training. The course physical fitness program will be designed by the PT Committee and approved by the Course Chief. PT will begin on day two of training. The Course Chief PT program will be implemented into the committee's program.

RESPONSIBILITY: All students will participate in PT five (5) days a week unless otherwise mandated by the Training Schedule. The Senior SGL and/or Course Chief will monitor and evaluate students arriving with permanent profiles. Students who are over 40 years of age will have an over 40 physical, which states cleared to participate in PT as well as any limitations. Students who choose to malingering during PT will be subject to a Lack of Motivation counseling and removed from top 20% consideration. At no time throughout the course is smoking permitted during the conduct of PT, students who are caught smoking will receive a negative counseling.

1. Weight Standards: Students must meet and maintain the proper weight and body composition standards IAW AR 600-9. If a student appears to exceed the standards at any time during the course, they will be re-evaluated. If a student is found to be over the allowable body fat percentage, they will receive "Marginally Achieved Course Standards" on their DA 1059.
2. Permanent Profiles: All permanent profiles must be signed by a physician, O-6 or above, and will be maintained in the student's packet.
3. Temporary Profiles: Students with a temporary profile will not be enrolled into the course. Students who receive a temporary profile during the course will be evaluated by the course chief and commandant.
4. Uniform: Students will bring the appropriate uniform IAW Course Packing List. The only optional item is solid gray or black spandex shorts worn under the Army black shorts.

- a. The only authorized item for wear on the PT uniform is the Army Physical Fitness Badge. Name, rank, unit mottos or other items are not authorized on the PT uniform.
 - b. The Senior SGL and/or Course Chief will determine deviations of the PT uniform.
- 5. Safety: PT will be conducted in a safe environment with safety in mind at all times. Safety is everyone's responsibility. Unsafe training or unsafe acts require immediate on the spot corrections and must be brought to the attention of the SGL immediately. Risk Assessments will be prepared and briefed prior to the execution of PT.
 - a. Students will be issued reflective vests and flashlights at the beginning of the course. Students are required to bring these items to all PT sessions.
 - b. Students running on their own during limited visibility must wear reflective equipment that can be obtained from billeting, if not issued by SLC.

PT Committee: The PT Committee will consist of four (4) students from each platoon

Responsibilities: Members are tasked with the responsibility to plan and submit a PT Program for the course NLT the first day of the second week of training. The Committee is responsible for administering a PT Assessment within the first 72 hours of training.

- 1. The plan must be a comprehensive, student led physical fitness program IAW TC 3-22.20.
 - a. PT Program: This will be a comprehensive plan at the maintenance level of fitness. The plan will follow the principles of fitness outlined in TC 3-22.20. It will be challenging, progressive and have a variety of activities. Activities are limited to those shown in TC 3-22.20.
 - b. Requirements: Plan will include the minimum daily requirements IAW Academy policy.
 - 1. Warm-up, stretching (Preparation Drill and Military Movement Drill 1 or 2) and cool down (Recovery Drill).
 - 2. Conditioning activities that meet the training objective for the session (Strength and Mobility Activities or Running, Endurance and Mobility Activities).
 - 3. As a general rule, warm-up, stretching and platoon level sessions (MS/MSE) will normally be conducted at platoon level and administered by the student Platoon Sergeant. A member of the PT Committee will administer all class level sessions (circuits, AGR, etc.).

- c. Approval: PT Committee members must submit their plan to the SGL for approval with the final approval coming from the Course Chief.
- 2. Ensure that the PT Book and all necessary training aides are at each PT session.
- 3. Coordinate for training aides, facilities and any additional resources required for each PT session. Coordination will be made through SGLs or outside agencies as required.
- 4. Ensure that the Course Guidon is present at all formations.

ANNEX D (SOCIAL COMMITTEE) to ENGINEER SENIOR LEADER COURSE STUDENT GUIDE

PURPOSE: To introduce students to Army Social Functions and provide students with information on Military Customs and Courtesies.

SCOPE: To plan, resource and execute the class Social event and Graduation IAW customs and traditions. To plan, coordinate and execute a Class Community project.

1. Social Committee: There will be a minimum, of four (4) students per platoon on the Social Committee. Members should have a basic understanding of using a Digital Camera and converting pictures to a slide show or Movie presentation with music.
2. **Responsibilities:** The Committee members are responsible for planning, coordinating and conducting the class Social event and Graduation.

A. Graduation:

1. Coordinate for and obtain biography of guest speaker.
2. Coordinate for National, Army and Academy Colors.
3. Provide gift for guest speaker.
4. Identify class photographers to take photos throughout the course.
5. Prepare and present the Graduation Video.

B. Community Project:

1. Plan and coordinate with local agencies for a class community project.
2. Brief class on community project.
3. Identify and secure any and all resources to conduct community project.
4. Publish timeline for community project.

ANNEX E: CREED OF THE NCO, ENGINEER & ARMY SONG

The student PSG will ensure that every student takes pride in the NCO Corps, the Engineer Regiment and the U.S. Army and recite and/or sing as a Class in preparation for graduation. This will occur daily prior to classroom instruction.

Creed of The Noncommissioned Officer

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time-honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind--accomplishment of the mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

The Soldiers Creed

I am an American Soldier
I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.
I am an expert and I am a professional.
I stand ready to deploy, engage and destroy the enemies of the United States in close combat.
I am a guardian of freedom and the American way of life.
I am an American Soldier

THE ENGINEER REGIMENTAL MARCH **"ESSAYONS"**

Pin the castle on my collar
I've done my training for the team
You can call me an engineer soldier
The warrior spirit has been my dream

Essayons, whether in war or peace
We will bear our red and our white
Essayons,
We serve America
and the U.S. Army Corps of Engineers
Essayons.
Essayons.

The Army Song

First to fight for the right and to build the nations might,
and THE ARMY GOES ROLLING ALONG

Proud of all we have done, fighting till the battle's won,
and THE ARMY GOES ROLLING ALONG

Then it's hi! hi! hey! the Army's on its way, count off the cadence loud and strong

For where 'er we go, you will always know that
THE ARMY GOES ROLLING ALONG.

ANNEX F

ENGINEER SENIOR LEADER COURSE STUDENT
ESSAY



SFC STUDENT	SFC SGL
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SFC Student: EN SLC Essay

All Engineer Senior Leader Course (SLC) students will be required to submit a 600 – 1000 word essay on any Army Transformation subject or event. Students should select and engineer orientated transformation subject or event. Information for your essay can be obtained through the Internet or from the General Bruce C. Clarke Library and Learning Resource Center located on the east wing of the Maneuver Support Center of Excellence (MSCoE) second floor. The essay will allow students to demonstrate their writing and research ability, computer skills, and attention to detail. All essays will be written utilizing the format provided in this packet.

Once the Small Group Leader (SGL) provides you with the required essay format information, he will also inform students of the due date for all essays. Your essay will begin with a cover page that will consist with an underlined TITLE centered in size 12 font capital lettering located one fourth (1/4) page length down. Students will be required to insert a Power Point program generated object or picture into the designated cover page area. At the bottom of the cover page typed with capital lettering will be the student and SGLs rank and last name only. The names will be located one inch (1”) up from the bottom of the page and one inch (1”) from each side of the page.

The essay format will be typed utilizing the Micro-Soft (MS) Word program. The margins will set one inch (1”) from the top, bottom, left, and right. The line spacing will be set for double line spacing. The essay will begin with an underlined TITLE centered in size 12 font capital lettering one fourth (1/4) page length down. The body of the essay will begin from the title utilizing the double line space format. The font size for the entire essay will be set at 12. The beginning of each paragraph will have an indent of five (5) spaces. Sentences will have two (2) spaces between them.

SFC Student: EN SLC Essay

The first paragraph will introduce the transformation topic information, followed by preceding paragraphs displaying each point or issue. Students will be required to write their essay in their own words. Plagiarism is strictly prohibited and grounds for dismissal for violators. All paragraphs will display correct spelling, punctuation and complete sentences. When utilizing acronyms students will spell out the acronym meaning first, capitalizing each first letter and follow it with the acronym inside the parenthesis (). After the initial spelling out of the acronym followed by parenthesis, the student may then begin to utilize the acronym. For example, "The Small Group Leader (SGL) will collect and correct each essay that is turned in. Students will also utilize this method for all numbers nine (9) and under.

SFC Student: EN SLC Essay

The last page of the essay will be the reference page. Paragraphs that contain information or quotes acquired directly from the research material will have quotation marks at each end followed by footnote reference information. "The footnote reference is place at the end of the quoted information with page number that refers to that reference." (Grinnell, 354) The reference page will contain the author's name, title, publication and copyright data. All entries will be double line spaced from the preceding reference and listed in alphabetical order. The following are examples for displaying footnotes:

Grinnell, Robert H, The Fighting Cheyenne, Scribner and Sons Publishing Company, Inc., 1969.

Sandoz, Mari, Cheyenne Autumn, The New York Press, 1967.

SFC Student: EN SLC Essay

In addition, the reference page will also be set up the same as the first page of the essay. The students' rank, name, and short title located at the top left corner one inch (1") by

one inch (1"). The title REFERENCE PAGE will be underlined with capital lettering and located one fourth (1/4) page length down.

In closing, I would like to wish all students the best of luck with their essay.

***Plagiarism** is defined as submitting anything for credit in the course that has already been submitted for credit in another course, or copying any part of someone else's intellectual work, published or unpublished, including that of other students, and portraying it as one's own. Proper quoting, using strict APA guidelines, is required at all times. All students are required to read the material presented at:

<http://www.hamilton.edu/academic/resource/wc/avoidingplagiarism.html>

This handout answers questions students often have concerning correct and effective use of sources.

Provide citations whenever you use:

- direct quotations
- paraphrases and summaries
- borrowed ideas
- facts that are not common knowledge

Quotations

Use **quotation marks** and a **citation** when you use another writer's exact words ***even when using only a short phrase***. You must make clear to the reader which words are your own and which are another writer's. For direct quotations, citations alone are NOT sufficient; you must enclose the quoted material in quotation marks. When used judiciously, quotations serve a number of important functions in a well-crafted paper.

Select quotations that

- develop a step in your argument
- present striking, memorable phrasing
- provide a strong, specific example
- introduce a claim open to interpretation
- summarize an author's main points

When selecting quotations, avoid

- quoting details
- padding a thin argument with unnecessary quotations
- quoting commonly known information,
e.g., “The Japanese bombed Pearl Harbor on Dec. 7, 1941.”
- quoting blocks of text that could be summarized or quoted more selectively
- quoting information you could state in your own word

Paraphrases

Paraphrasing is the rewriting of an author's idea in your own words. Paraphrase rather than quote when you want to present an author's idea but the exact language is not significant. When you paraphrase, ***you must cite the source***. You also must ***fully rewrite*** the original language and original sentence structure. A common mistake is partial paraphrasing. Do not keep the author's exact wording or the same sentence structure. If you retain even a *short phrase* or a *distinctive word*, ***use quotation marks***.

Incorrect and correct examples of paraphrasing:

Original text

Descartes introduces the possibility that the world is controlled by a malicious demon who has employed all his energies to deceive him (Lu 24).

Incorrect paraphrase

Descartes suggests that the world is controlled by an evil demon who may be using his energies to deceive (Lu 24).

Comment: Plagiarism: even though the citation is provided, the sentence still has exact wording (italicized).

Correct paraphrase

Descartes suggests that the evil power who rules the world may be attempting to mislead him (Lu 24).

Comment: Not plagiarism: the language is fully rewritten, and a citation is provided.

Combination of paraphrase and quotation

Descartes suggests that the evil power who rules the world may be using “all his energies to deceive him” (Lu 24).

Comment: Not plagiarism: the paraphrased portion is fully rewritten, the exact language is quoted, and a citation is provided.

When paraphrasing, you must **rewrite** the original language, **change** the original sentence structure, and **cite** the source according to the expectations of the discipline.

Borrowed Ideas

Acknowledge sources from which you borrow ideas even when you don't directly quote the text. Borrowed ideas come in many forms, including original concepts, observations, data, and logic. Include a citation when you use

- another author's **tables, maps, or graphs**
- another author's **data**, even if using the data for a different argument
- the **organization** or **logic** of another author's argument

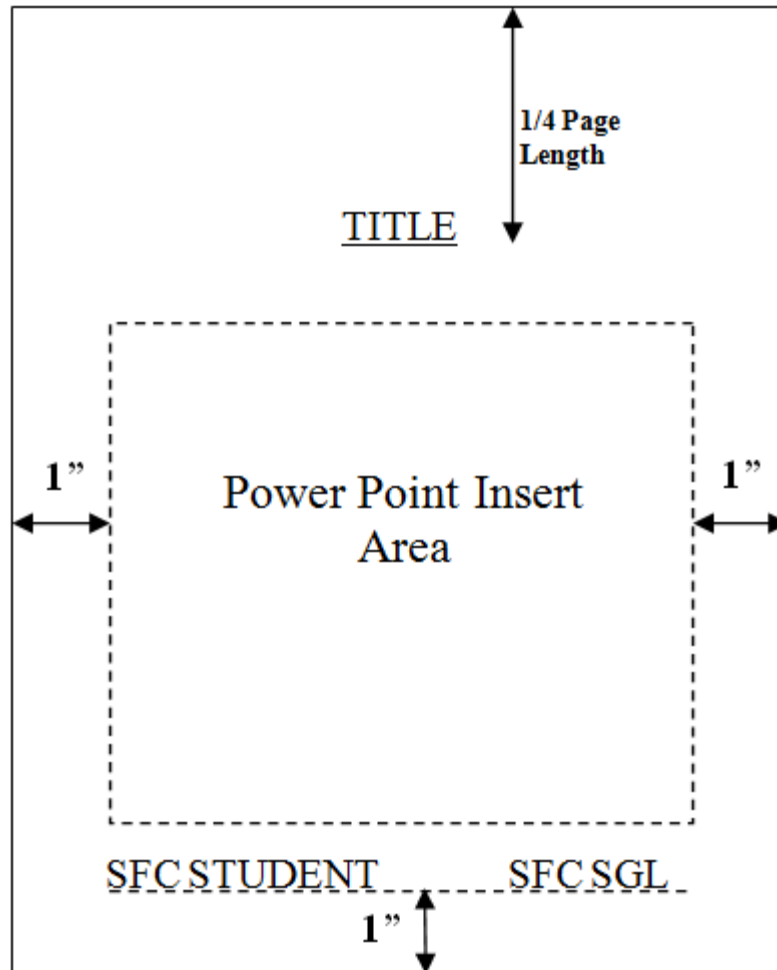
Common Knowledge

You do not need to cite an idea that is standard information of the discipline, such as material discussed in class or general information your reader knows or can locate easily (e.g., momentum equals mass times velocity, or Daniel Moi became president of Kenya in 1978). Such information is widely available and not disputed.

You do need to cite a fact that is not common knowledge

Remember to check with your instructor if you are unsure whether to cite information.

Cover Page



First Page

1"

Rank Name: Short Title

1/4 Page Length

TITLE

1"

1"

1"

Continuation Page

1"	Rank Name: Short Title
1"	
1"	
	1" Only for more than one continuation

References Page (Last Page)

The diagram illustrates the layout of a References Page. At the top, the text "Rank Name: Short Title" is positioned. Below it, the title REFERENCE PAGE is centered. The page is divided into a central column for references by two vertical dashed lines. Horizontal lines represent the start of each reference entry. Margins are indicated by arrows and labels: a 1" margin on the left, a 1" margin on the right, and a 1/4 Page Length margin at the top. A 1" margin is also indicated at the bottom of the central column.

1"

Rank Name: Short Title

1/4 Page Length

REFERENCE PAGE

1"

1"

Note: 1" = One Inch

Double line spacing format

Each paragraph indented five (5) spaces